

PROMOTING HANDICRAFT FAMILY BUSINESS THROUGH DIGITAL MARKETING TOWARDS SUSTAINABLE PERFORMANCE

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Abstract: The study aims to determine the dimensions of the adoption intention of digital marketing in handicraft family businesses towards business performance, as well as technological innovation applications in the family business for sustainable development. This study examines the theoretical insights and designs a conceptual framework based on previous studies of handicraft family businesses. In so doing, 290 survey data were collected from handicraft business owners and tourists by using face-to-face interviews through a structured questionnaire with 82.85% valid response rate. Moreover, structural equation modeling (SEM) was used to analyze data and find out the causal relationship among the constructs and hypothesis testing. As per the results of the study, among the 6 hypotheses paths all were supported along with 24 relationship path coefficients were noteworthy. The result shows that perceived ease of use, perceived risk, perceived usefulness, social norms, perceived behavioral control, and attitude radically influence to the adoption of digital marketing in handicraft family businesses. The results of this study will assist the research scholars through theory and theoretical foundation for family business owners in understanding and comprehending the role of digital marketing in sustainable family business performance. Similarly, the legacy of family businesses in handicrafts or small businesses can be maintained and empowered through digital marketing to boost the economy. The study is the foremost one in discovering a sustainable business strategy through the success factors of digital marketing adoption in family businesses.

Keywords: family business, digital marketing, sustainable performance, technology, adoption

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INTRODUCTION

Digital marketing can be defined as using digital technologies to promote goods and services (Smith, 2012). Digital marketing has changed the overall communication process with customers and businesses (Ritz et al., 2018). At this time, utilizing digital tools is essential for expanding enterprises (Linton and Solomon, 2017). Family or small businesses could employ digital marketing tools like the internet, social media and mobile devices to enhance productivity, boost profitability, and gain a competitive edge (Etter et al., 2019; Michopoulou and Moisa, 2019). Large business organizations are able to capture the benefits of using digital technology because of their available resources and knowledge.

However, family-owned business plays an important role in the economy, and family enterprises account for 70% of all businesses in the world (Krosby, 2004; Deb et al., 2024; Saputra and Nugraha, 2024). One of the most prevalent types of family businesses is the handicraft business which produces arts and crafts. These types of business organizations are most vulnerable in times of crisis. After that, these types of businesses are not capable of using digital tools for their limitations. The recent crisis situation known as COVID-19 displayed opportunities to discover the potentiality of using new technology in the handicraft family business. In that time, the global economy has faced substantial negative impacts and small businesses, like handicraft businesses, experienced the most vulnerable situation.

The latest data shows that global economic growth is anticipated to decline remarkably from 5.5% in 2021 to 4.1% in 2022 and 3.2% in 2023 (World Bank, 2022). The rapid spread of new variants, rising inflation, low-paid workers are the major reasons for slowing down the growth. These kinds of impacts affect all types of business from large scale to small scale business. Engidaw (2022) mentioned that “numerous small and large businesses are facing difficulties as a result of the unprecedented coronavirus crisis, which has destroyed many businesses worldwide. It is difficult to survive when faced with decreased revenue, jobs loss, poor marketing performance, and even difficulty maintaining composure while still running a business.” It is evident that the present crisis has also brought massive disaster for all types of business organizations, which has created a new avenue of research on what businesses should do to survive in an unpredicted crisis

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period in the future (Wang et al., 2020). From the beginning of the 21st century, digital marketing has been exceptionally engaged in business activities. It has developed a digital ecosystem that connects users 24/7, which has helped shape the users' buying behavior (Mayer-Schönberger and Cukier, 2013). Avery et al (2012) defined digital marketing as 'a set of techniques developed on the internet to influence users to buy a product or service'. Digital marketing tools have transformed the way of communication with customers and service providers. Customers are more likely interested to use digital platforms for their daily communication and fulfilling their needs. A large portion of customers are now own their smart devices that help to interact with the digital platform easily (Ritz et al., 2018). However, marketers swiftly acknowledged the benefits of digital marketing tools such as Facebook, Twitter, YouTube, and Instagram for communication and spent about \$51.3 billion on social media advertising in 2017, which increased by 55.4% from the previous year (Cooper, 2018). The popularity of digital marketing is increasing because it is more efficient and target oriented to improve sales volume, and customer engagement and create brand awareness in the market.

The unexpected crisis requires businesses to formulate and implement suitable policies for crisis management. However, most of the policy actions taken to protect the economic crisis during the past pandemic and mainly focused on the established businesses sectors (Kuckertz et al., 2020). Almost 43% of the small businesses like handicraft family businesses have been closed due to the recent pandemic and 40% of the businesses lost their skilled employees (Albats et al., 2020). However, global handicraft business witnessed a shocking situation in the pandemic period which is revealed by different studies such as 96.25% of sales have dropped in Paro (Dem, 2020).

Apart from the nature and size of the business, it will be inevitable to understand and find strategies for overcoming unprecedented disasters. Previous research finds innovation in marketing systems is a way that could help businesses to survive in crisis period (Naidoo, 2010; Wang et al., 2020). However, previous studies on family business management in business mainly focus on the farm and emphasize more on organizational capabilities (Duchek, 2020; Rehman et al., 2019; Coombs and Laufer, 2018), Leadership roles (Bartsch et al., 2020; Dirani et al., 2020; Bhaduri, 2019), corporate social responsibility (Popkova et al., 2021; López-Fernández, 2021; Chen and Hang, 2021), and human resource management (Carnevale and Hatak, 2020; Turner et al., 2019). These research outcomes are very significant for crisis management.

RQ: Does digital marketing promote handicraft family business?

Digital marketing platform shows huge benefits for business promotion and increased sales. Large organizations have enough resources and knowledge to support digital marketing technologies, whereas small organizations do not previously have these. Undoubtedly, innovation is a significant tool for managing the crisis situation. Champion (1999) mentioned that firms need to identify the survival mechanism in crisis period. Business management in small business, like handicraft family business, is somewhat different and difficult because of their resource constraints (Deb and Nafi, 2020), in light of the sudden global crisis, family businesses facing new challenges and have faith in decision making based on social and cognitive perspectives (Mazzelli et al., 2020). However, no research has been performed on the application of digital marketing in handicraft family business. In this regard, this study was conducted on Bangladesh perspective to know the overall scenario of the handicraft business. Bangladesh's economy is significantly impacted by the SMEs sector, which increases GDP by 25% overall, adds 15% more jobs, accelerates export growth by 7.8%, and encourages 31% more entrepreneurship (Deb et al., 2023a; 2023b). Consequently, the uniqueness of this study is to generate literature on handicraft family business management and digital marketing for further research. In this regard, to minimize the existing gap, this study is envisioned to emphasize the intention of using digital marketing in handicraft family businesses.

Therefore, the study aims to ascertain the adoption elements of digital marketing in the family business to enhance business performance as well as technological innovation applications in family business for sustainable development. Moreover, it looks into the intention of handicraft business owners regarding perceived usefulness, perceived ease of use, social norms, and perceived behavioral control of using digital Marketing in family business towards sustainable performance. In addition, this study also explores the causal relationship between the factors affecting the attitude towards digital marketing and the adoption of digital marketing in family business. As a consequence, this study performs in the context of encouraging family business or small business through digital marketing.

LITERATURE REVIEW

Many research has been conducted on family business and it has gained attention in the research field in the last decade (de las Heras-Rosas and Herrera, 2020). The annual turnover represented by the family business and their involvement in the economy and employment generation in remarkable. However, previous research emphasized on the family business behavior (Chua et al., 1999), sustainability of the family business (Olson et al., 2003), ethical behavior of family business (Astrachan et al., 2020), economic contribution (Deb et al., 2023a), entrepreneurship attitude in the family business (Porfirio et al., 2020). Regardless of the number of research in the family business the economic and social importance of these organizations is understandable (de las Heras-Rosas and Herrera, 2020).

Family owned business own almost 90 percent of overall business in the world and account for more than 50 percent of employment and gross national products (Upton et al., 2001; Hernandez, 2007). The global handicraft business market size in 2021 was about \$680 billion and it is expected to reach \$1252 billion in 2027 (Research and Market, 2022). The report also stated that handicraft business needs to address future uncertain situations to achieve this target. Thus, the importance of innovation and digital involvement is important for business success.

Digital technology has transformed the overall economic activities all over the world and large companies are the advantage more (Sekuloska and Erceg, 2019). Digital marketing has created new opportunities for the small and medium

sized business organizations. The benefits of digital marketing are largely known and focus on large business organization and only a few literature emphasize digital marketing and small business (Michaelidou et al., 2011). Ritz et al. (2018) mentioned that small firms would benefit from engaging in digital marketing policy to access target customers and promote sales growth. For that reason, small business should need to adopt different digital footprints and technology. As Nguyen and Wang (2011) and Ritz et al. (2018) stated that specific research on the use of digital marketing in small business is essential for their sustainability. However, innovation and adaptability with crisis moments has been found key instruments for business growth and renovation. Danneels (2002) stated that in time of environmental, health and natural crises business organizations more likely to realize the need of innovation to fight against possible destruction. While enterprises of all sizes throughout the world were anticipating a progressive understanding and acceptance of cutting-edge technology to propel the fourth industrial revolution (Akpan et al., 2020; Toribio-Tamayo et al., 2024). The unexpected health crisis has brought significant havoc to all types of businesses where small businesses like handicraft family businesses are badly affected (Humphries et al., 2020). Parilla et al. (2020) mentioned that due to the recent pandemic, about 2 million US small business organizations are at risk working with about 27.5 million workers.

Virtual teams, Zoom meetings, synchronous remote learning, and other technologies have now been utilized by many businesses regardless of size (Ting et al., 2020; León-Alberca et al., 2024). At that time technology supported business organizations in conducting their business activities (Bhowmik et al., 2024).

Small handicraft family businesses did not get this opportunity. Firms must have dynamic skills that can rearrange existing resources and modify ways of doing things to maintain or redefine their competitive edge in today's tough settings (Helfat and Winter, 2011). When it came to building strong relational capital with key stakeholders, family business were more likely to participate in hazardous entrepreneurial methods than incremental advantage-based strategies. When it came to building strong relational capital with key stakeholders, companies were more likely to participate in riskier entrepreneurial methods than incremental advantage-based strategies.

According to Eggers (2020), previous studies mainly focus on the economic aspects of small businesses. A recent review of the literature on crises and small- and medium-sized enterprises (SMEs) found that financial issues account for 51% of articles, followed by strategy (41%), institutional environment (8%), and other factors (Eggers, 2020). The importance of digital marketing in family businesses has grown rapidly. Family firms are less likely to invest in innovation (Sciascia et al., 2015), rely on external sources of expertise for technical partnerships to a lower amount (Nieto et al., 2015), discontinuous technologies are less likely to be adopted (König et al., 2013). However, a recent study conducted by KPMG (2019) mentioned that most participants agreed on adopting an innovative approach in the next two years. The challenges are more important to address to the adoption of new technology and innovation. Technological adoption is easier for big companies but it is sometimes difficult for small firms like handicraft family business.

THEORETICAL FRAMEWORK

Digital marketing adoption has opened the way for growth and development in the family business sector. However, factors affecting the adoption of digital marketing have been well studied for established family businesses and less attention has been given to the handicraft family business. Across several models that address a number of factors that impact digital marketing adoption, most agree that individual perceptions play a big role in determining whether or not a technology is adopted and used (Carli et al., 2017). The rationale of this study is to see the sights promoting handicraft family business through digital marketing technology towards sustainable business performance. However, studies of different technology accepted models found that perceived usefulness, perceived ease of use (Davis, 1989); individual attitude and social norms (Siamagka et al., 2015); perceived behavioral control (Fishbein and Ajzen, 1990); perceived risk (Marra et al., 2003); intents and behavior are the primary psychological categories which are positively impact on technology adoption (Taylor and Todd, 1995). Thus, this study also adopted the perceived risk factor for the proposed conceptual model.

1. Perceived Usefulness (PU)

Davis (1989) PU is the degree to which a person feels that employing a given technology will improve their jobs. PU will positively effect the individual's attitude and intention to use digital technology. The following hypotheses are given below:

H1a: PU will positively affect the adoption of digital marketing in handicraft family business.

H1b: PU will positively affect attitude to adopt digital marketing in handicraft family business.

2. Perceived Ease of Use (PEoU)

Davis (1989) PEoU is defined as "the extent to which someone thinks that utilizing a specific system would require no work." This perception will help to adopt and learn digital marketing technology easily. PEoU affect attitude of the individual's and also influences the PU. According, the following hypothesis is given below:

H2: PEoU will positively affect attitude to adopt digital marketing in the handicraft family business.

3. Social Norms (SN)

SN defines as the expectation that a substantial individual or group of individuals would accept a specific behavior. This type of group can be a social pressure group which may come from friends, family and relatives (Ajzen, 1991). SN significantly impact on the intention to adopt digital marketing, PEoU, and PU. Individuals' adoption decisions tend to rely on the views or experiences of relevant referents when information concerning technology is not yet accessible (Naspetti et al., 2017). The hypothesis is given below:

H3: SN will positively affect the adoption of digital marketing in handicraft family business.

4. Perceived Behavioral Control (PBC)

PBC describes how easy or hard it is to carry out the desired action (Ajzen, 1991). Furthermore, someone who is self-assured in their ability to understand and use digital marketing will find it simple to use (Adrian et al., 2005). Hypothesis is given below:

H4: PBC will positively affect the adoption of digital marketing in handicraft family business

5. Perceived Risk (PR)

PR refers to a person's conviction that pursuing a specific goal would result in a loss (Xie et al., 2017). Xie et al. (2017) discovered that a lower level of risk perception could boost a person's confidence to adopt new technology, such as digital technology, in the interaction between PR and PBC. The proposed hypothesis is given below:

H5: PR will negatively affect attitude to adopt digital marketing in handicraft family business

6. Attitude

According to Ajzen (1991), attitude describes the extent to which an individual has a positive or negative assessment or evaluation of the behavior in issue. Thus, attitude about digital marketing adoption will influence the overall intention and the hypothesis is:

H6: Attitude will positively affect the adoption of digital marketing in the handicraft family business.

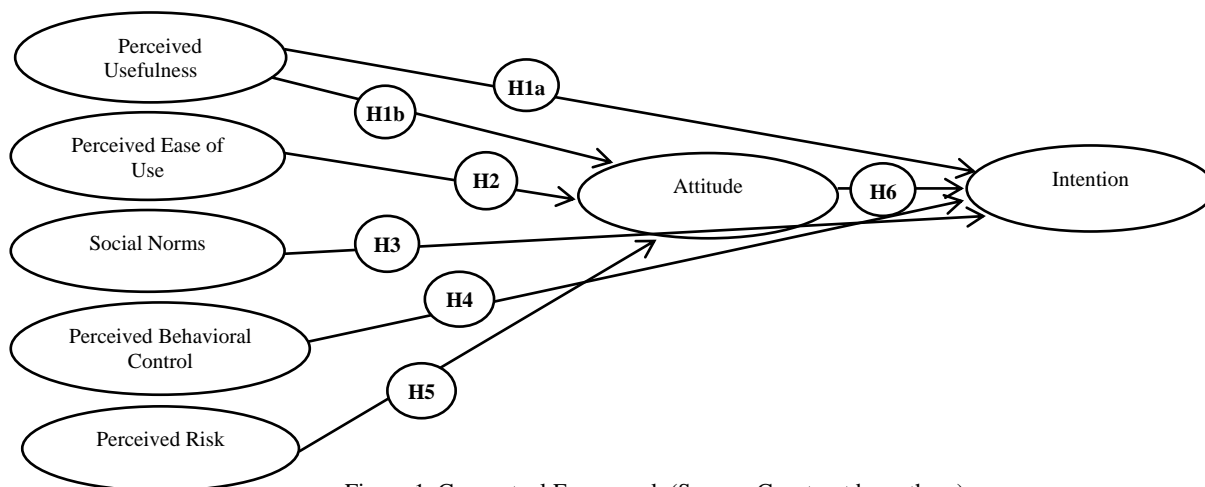


Figure 1. Conceptual Framework (Source: Construct by authors)

METHODS AND MATERIALS

1. Data Collection and Procedure

Bangladesh's tourism industry has a promising future. An enormous number of domestic tourists visit Bangladesh's various tourism destinations each year (Deb, 2021). The amenities of destinations as well as emotional attachment is a crucial part of tourist satisfaction (Biswas et al., 2020). The nature of family business in handicrafts is exception from other tourism businesses which stimulate handicraft business has a crucial role in the economy and employment (Deb et al., 2022). During the time of crisis, electronic tourism and digital marketing are becoming more popular to domestic and international tourists (Deb, 2021). But, promoting handicraft business through digital marketing strategies is a popular concept (Deb et al., 2022). The respondents of this study are the owner and employees of handicraft businessmen. Initially, a focus group discussion has been conducted with the experts of this sector purposively (Bhat and Darzi, 2018) to measure critical success factors of digital marketing. Previous studies are also considered to identify the items of the study.

In this study, a mixed research approach is taken into consideration for thorough investigation (Creswell, 2013). A structured questionnaire is used in this study as part of a quantitative research approach. The sociodemographic information of the respondents was included in the first section of this questionnaire. In the second section, there were issues concerning the adoption of digital marketing by family-run handicraft firms following the crisis. Each statement's level of agreement is gauged using a five-point Likert scale. Purposive sampling was used in this study, and respondents were interviewed in-person to gather data. In order to increase the study's credibility, respondents were also chosen from well-known tourist locations in Bangladesh, such as Sylhet, Bandarban, and Cox's Bazar. At first, a focus group discussion (FGD) was employed among the ten (10) respondents to identify the digital marketing strategies for family businesses in handicrafts, and the length of this FGD was an hour where academicians, industry experts, and owner of the family businesses.

A self-administered questionnaire was developed and distributed among the respondents for face-to-face interviews. Bhat and Darzi (2018) used purposive sampling techniques to accomplish the goals of promoting family business through digital marketing. However, 350 questionnaires were distributed, and a valid survey yielded 298, with a response rate of 85%. Amongst the 298 respondents 290 comprised as per the directions of the questionnaire feedback. Therefore, almost 15% data were missing. This study collects data from 290 handicraft family business owners and employees through a structured questionnaire during the timeframe of October 2022 to January 2023. Out of the 290 respondents, 110 respondents were selected from Cox's Bazar (50 handicraft businessmen and 40 international tourists), 50 were selected from Bandarban (among the respondents 30 were handicraft business and 20 domestic tourists), 50

were selected from Rangamati (handicraft business), and 80 were selected from Sylhet (both Handicraft businessman and tourists) to increase the credibility of survey and better understanding of handicraft business

However, 350 questionnaires were distributed, and valid survey yielded 298, with a response rate of 85%. Among the 298 respondents, 290 provided feedback as per the directions of the questionnaire used for further analysis. Therefore, almost 15% data was missing. Roscoe et al. (1975) recommended 300-500 respondents are good enough nevertheless, 200 to 400 respondents are suggested by McQuitty (2004). Kline (2005) stated that more than 200 sample size is essential for the critical path method model. Cronbach alpha is used to calculate the reliability and consistency of the study (Malhotra, 2011). Finally, the multivariate analysis was used to justify the results with the conceptual framework of the study.

2. Measures

According to Wold (2006), the PLS-SEM approach generates a path model and has an expensive possibility and lightweight model and exercise. Similarly, massive data, complex models, and forecasting analyses impacted our choice to employ PLS-SEM (Rigdon, 2014). In this paper, PLS-SEM was used for data analysis and hypothesis testing. One popular technique for finding important success factors and correlations between all variables is PLS-SEM. An analysis of PLS-SEM was performed with Smart PLS 4.0. The sociodemographic profile of the respondents was assessed, and research components were examined for important findings using SPSS 24.0. The following Table 1 provides a list of items and constructs are used in this study.

Table 1. Items used of this study

Variables	Items	Author
Perceived Usefulness (PU)	Improve Quality of Business, increase effectiveness, improve decision making systems, reduce effect of crisis, increase customer engagement.	Ulhaq et al., 2022; Davis, 1989; 1993
Perceived Ease of Use (PEoU)	Easy to promote business, easy to learn and perform task, easy to maintain.	Ulhaq et al., 2022; Ritz et al., 2019; Davis, 1989; 1993
Social Norms (SN)	Family member support, employees support, competitor influence, customer behavior.	Ulhaq et al., 2022; Dempsey et al., 2018
Perceived Behavioral Control (PBC)	Self-competent, easy control the business, easy to guide.	Ulhaq et al., 2022; Davis, 1989; 1993
Perceived Risk (PR)	Risky to use digital marketing, lake of security, difficult to control operational problem.	Ulhaq et al., 2022; Liao et al., 2022
Attitude (AT)	Best idea for business, sensible choice in crisis period, encourage to others, continue the use.	Ulhaq et al., 2022; Liao et al., 2022; Davis, 1989; 1993
Intention to use Digital Marketing	Expectation to use digital marketing, e-advertisement, website optimization, and social media marketing.	Ulhaq et al., 2022; Liao et al., 2022; Davis, 1989; 1993

RESULTS AND DISCUSSION

Hair et al. (2013) stated that PLS-SEM is mostly used in Management and Tourism Management. For hypothesis testing and to justify the conceptual framework PLS-SEM was used in this study. Hair et al. (2019) affirmed that PLS forecast (i.e., a novel approach for the measurement of a model), metrics for model comparisons, and several corresponding methods for checking the results' and measure the relationships among the constructs for robustness.

Table 2. Socio-demographic profile of the respondents

Variables	Categories	Frequency	Percentage
Gender	Male	214	73.79
	Female	76	26.21
Age	20 to 30	21	7.24
	31 to 40	55	18.97
	41 to 50	130	44.83
	51 to 60	46	15.86
	above 60	38	13.10
Education Level	Primary Level	75	25.86
	Secondary Level	165	56.90
	Higher Secondary	45	15.52
	Over Higher Secondary	5	1.72
Experiences in Handicraft Business	Less than 10 years	74	25.52
	11 to 20 years	144	49.66
	21 to 30 years	54	18.62
	Over 30 years	18	6.21
Do you use any DM Tools	No	266	91.72
	Yes	24	8.28

1. Socio-demographic profile of the respondent

The socio-demographic profiles of the respondents of the handicraft family business are given in Table 2. 73.79% of the respondents are male of this study and 26.21% are female. More than 44 percent of respondents are belonging to the 41 to 50 age group, 15% are 41 to 50 age group and 13% are above 60 years age group. Family persons are working in these types of business that is reflected in their age. About 56% respondents are completing their secondary level education which indicates that they have basic educational orientations. Respondents of this study show that about 50%

of respondents have 11 to 20 years of experience in the field of handicraft business which is important for this study. Thus, experienced persons can relate the present crisis moment and the past crisis moment of their business and could be able to give better insights about the changing environment. However, more than 90% of the respondents expressed that they have not previously used any digital marketing tools.

2. Measurement Model

The measurement model's internal validity is evaluated through the evaluation of its convergent, discriminant, and internal reliability qualities. Table 3 shows the reliability and validity for the constructs. Hair et al. (2013) mentioned the expected threshold value for item loading is 0.5. Thus, the result shows that five items are dropped because they do not fulfil the required threshold. The result shows that items loading ranging from 0.713 to 0.916 for this study. Figure 2 shows the measurement model for all constructs and items.

Table 3. Reliability and validity for constructs

Constructs and Items	Loading
Factor 1: Perceived Usefulness (PU)	
Digital marketing may raise the quality of operations and performance for businesses.	0.839
During a crisis, using digital marketing can help achieve efficacy.	0.916
Digital marketing can enhance the overall decision making systems about the business	dropped
Applying digital marketing can reduce the effect of the crisis and increase productivity	0.729
Using digital marketing can help to increase customer engagement in the business	0.913
Factor 2: Perceived Ease of Use (PEoU)	
It will be simple to learn how to employ digital marketing for promotion.	0.766
With digital marketing tools, learning new skills and completing tasks is simple.	0.842
Digital marketing systems will be easy to use	dropped
The systems for digital marketing are simple to manage.	0.790
Digital marketing makes it easier to communicate with the target market and promote products.	0.850
Factor 3: Social Norms (SN)	
Family members support me to use digital marketing in the handicraft business	0.813
Fellow workers suggest me use digital marketing systems in the handicraft business	0.802
My competitor influence me to use digital marketing systems	0.713
Customer behavior in crisis period influence me to use digital marketing systems	0.836
Factor 4: Perceived Behavioral Control (PBC)	
I will be competent enough to use digital marketing systems	0.903
Using digital marketing help me to control the business in the crisis period	0.874
I am able to guide my employees about the uses of digital marketing	0.694
Factor 5: Perceived Risk (PR)	
Decision about use of digital marketing at my business is risky	dropped
I am worried that information about my business would be leaked when using digital marketing	0.885
Any kind of operational problem in digital marketing will affect the business badly	0.855
Factor 6: Attitude (AT)	0.845
It is good idea for handicraft business to use digital marketing.	dropped
Digital marketing is a smart move for handicraft businesses during a crisis.	0.870
I will encourage other handicraft business owners to use digital marketing systems	0.643
I will continue the use of digital marketing systems after crisis period	0.764
Factor 6: Intention	
I expect to use digital marketing in my handicraft business	dropped
I want to use e-advertisement in my handicraft business	0.635
I want to use website optimization in my handicraft business	0.800
I want to use social media marketing to promote my handicraft business	0.816

Table 4 shows the Cronbach's Alpha value ranging from 0.702 to 0.856 which meets the desired value 0.7 recommended by Hair et al. (2013). Fornell and Larcker (1981) mentioned that convergent validity is satisfactory when entire constructs of the study have an average variance extracted (AVE) equal to or more than 0.5. The value of composite reliability greater than 0.9 is mentioned as excellent, ranging from 0.8 to 0.7 is satisfactory, and lower than 0.7 is unimpressed (Hair et al., 2013). In this study the composite reliability ranging from 0.717 to 0.926. Thus, the composite reliability of the entire constructs is satisfactory to excellent.

Table 4. Results of the measurement model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Attitude	0.702	0.708	0.717	0.541
Intention to Use DM	0.757	0.790	0.796	0.500
PBC	0.767	0.798	0.867	0.687
PEoU	0.722	0.840	0.926	0.530
PR	0.747	0.828	0.801	0.559
PU	0.856	0.891	0.899	0.647
SN	0.803	0.815	0.871	0.628

The study's discriminant validity is displayed in Table 5. According to Chin (1998), the square root of the AVE for the whole construct would be higher than the relationship coefficients between the constructs, indicating discriminant validity. Table 5 demonstrates that the construct's square root The correlations between the associated dimensions are significantly less than those between attitude, intention to use DM, PBC, PEoU, PR, PU, and SN.

Table 5. Discriminant validity

Construct	Attitude	Adoption of DM	PBC	PEoU	PR	PU	SN
Attitude	0.664						
Intention to Use DM	0.619	0.707					
PBC	0.450	0.741	0.829				
PEoU	0.572	0.776	0.886	0.728			
PR	0.643	0.809	0.706	0.852	0.747		
PU	0.652	0.868	0.750	0.862	0.925	0.804	
SN	0.551	0.885	0.845	0.880	0.809	0.882	0.793

On the basis of Figure 2, this study represents the summary of the hypothesis in Table 6. This result identified that all the hypothesis are supported. The study supports these seven hypothesis developed by the researchers. Thus, Attitude ($t= 2.061, p= 0.040$). PBC ($t= 4.593, p= .000$), PU ($t= 6.158, p= .000$) and SN ($t= 6.158, p=.000$) have positive relation with intention to use digital marketing in handicraft business.

Respondents also show positive relationship about PEoU ($t= 2.897, p= .000$), PR ($t= 5.507, p= .000$), and PU ($t= 2.631, p= 0.009$) with the attitude to use digital marketing tools in handicraft family business.

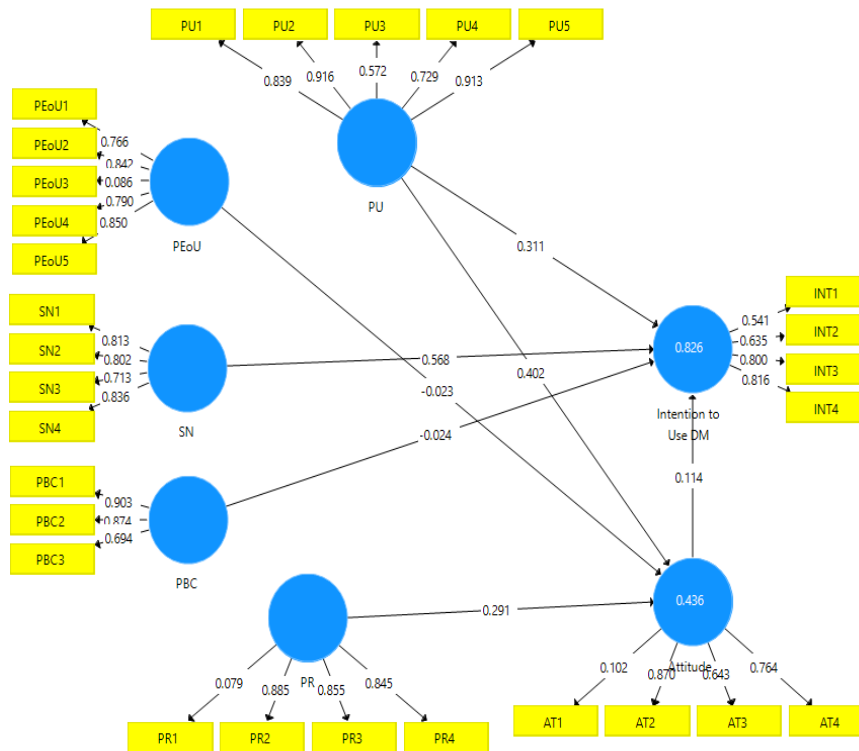


Figure 2. Measurement model

This study shows that, attitude, intention to use DM, CBC, and PEoU, PR, PU and SN are significantly impact on the digital marketing adoption of handicraft family business. This study result is also similar with previous studies (Carli et al., 2017; Deb et al., 2022; Kumar et al., 2018; Lacka and Chong, 2016; Siamagka et al., 2015), encouraged the use of digital marketing in the business sector. PU, PBC, SN, and attitude all have a big influence on whether or not someone will use digital marketing. In addition, respondents' attitudes demonstrate a positive correlation with perceived utility and simplicity of use.

Table 6. Results of hypothesis testing

Hypotheses (H1-H6)	Hypothesis	T Statistics	P Values	Remarks
H1a	PU -> Attitude	2.631	0.009	Supported
H1b	PU -> Intention to Use DM	6.158	0.000	Supported
H2	PEoU -> Attitude	2.897	0.000	Supported
H3	SN -> Adoption of DM	6.538	0.012	Supported
H4	PBC -> Adoption of DM	4.593	0.000	Supported
H5	PR -> Attitude	5.507	0.000	Supported
H6	Attitude -> Adoption	2.061	0.040	Supported

3. Structural Model

The hypotheses H1a and H1b both present the perceived usefulness of digital marketing which helps to form the attitude of the users and also influence the positive intention to use digital marketing (Cespedes, 2015).

Table 7. Results of path coefficient

	T Statistics	P Values	Remarks
AT2 <- Attitude	10.499	0.000	Supported
AT3 <- Attitude	5.215	0.000	Supported
AT4 <- Attitude	11.269	0.000	Supported
INT2 <- Intention to Use DM	11.272	0.000	Supported
INT3 <- Intention to Use DM	17.713	0.000	Supported
INT4 <- Intention to Use DM	20.781	0.000	Supported
PBC1 <- PBC	17.773	0.000	Supported
PBC2 <- PBC	19.541	0.000	Supported
PBC3 <- PBC	9.739	0.000	Supported
PEoU1 <- PEoU	7.407	0.000	Supported
PEoU2 <- PEoU	9.650	0.000	Supported
PEoU4 <- PEoU	8.616	0.000	Supported
PEoU5 <- PEoU	9.823	0.000	Supported
PR2 <- PR	16.494	0.000	Supported
PR3 <- PR	12.396	0.000	Supported
PR4 <- PR	16.666	0.000	Supported
PU1 <- PU	22.409	0.000	Supported
PU2 <- PU	22.432	0.000	Supported
PU4 <- PU	16.358	0.000	Supported
PU5 <- PU	20.616	0.000	Supported
SN1 <- SN	21.277	0.000	Supported
SN2 <- SN	15.818	0.000	Supported
SN3 <- SN	15.100	0.000	Supported
SN4 <- SN	12.527	0.000	Supported

However, H2 mentioned the positive relationship between perceived ease of use and attitude toward using digital marketing in family business and the result is supported by previous study conducted by Ulhaq et al. (2022) and Ritz et al. (2019). Hypothesizes H3, H4, and H6 indicate that social norms, perceived behavioral control and attitude of family business service providers are positive about intention to adopt digital marketing (Davis, 1989; 1993; Liao et al., 2022; Ritz et al., 2019; Ulhaq et al., 2022). The path coefficient analysis of this study shows in Table 7 and the structural equation model shows in the Figure 3.

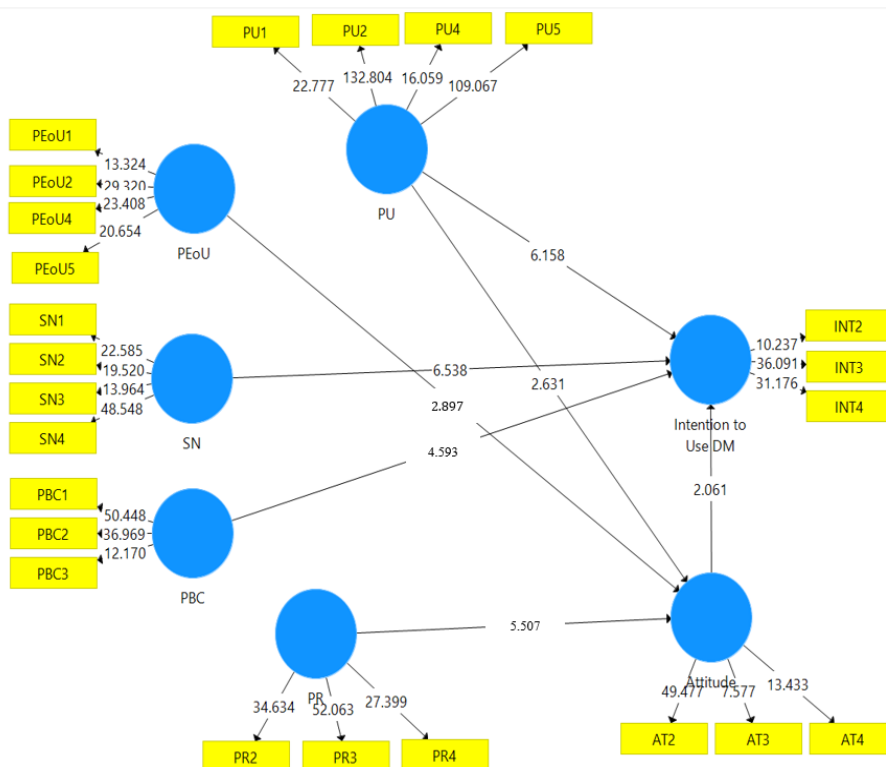


Figure 3. Structural model

CONCLUSION AND IMPLICATIONS

The study was conducted to find out the relationships between promoting handicraft family business and adoption of digital of marketing and sustainable performance as well. This study provides several vital insights from the findings. This study shows that adoption of digital marketing in handicraft family businesses is positively correlated with perceived utility, SN, PBC, and attitude. Additionally, Adrian et al. (2005) and Lee (2009) agree with this conclusion.

If potential business users think that the adoption of digital marketing is useful for their business performance and enhancing their performance then they will more prospectively adopt it. Kamble et al. (2019) mentioned that social norms also play a vital role in adoption of digital marketing in business organization.

Family members support, competitor influence, employee support and customer behavior are vital for making any kind of change in the handicraft family business. Thus, this business is run by family member and a few workers are working in this type of business. Handicraft family businesses are more likely influenced by their nearby people reactions. At the same time, the attitude of customer in crisis period is also vital. Moreover, behavioral control is another significant aspect to adopt new technology like digital marketing. Respondent's self-competence will positively motivate to adopt the adoption of digital technology in family business (Zellweger, 2017; León-Alberca et al., 2024).

PU and PEOU have positive relation to influence attitude to adopt digital marketing in handicraft family business. The positive impact of PEOU indicates that handicraft business owners get confident to learn and use of new technology. This type of confidence is necessary for adoption of digital marketing technology.

New technology adoption always poses a challenging situation. Moreover Ritz et al. (2018) mentioned that small business organizations are less likely to adopt digital marketing than larger organizations. Furthermore; perceived risk has negative relationship to influence attitude to adopt digital marketing in handicraft family businesses. Proper maintenance, security system and training will help to reduce the perceived risk.

1. Theoretical Implications

This study will contribute to the body of information and comprehension regarding the various methods in which family-owned handicraft businesses might use digital marketing. This study takes into account a widely known technological model to determine the crucial success elements for the use of digital marketing in family-run handicraft businesses. Perceived utility, perceived simplicity of use, social norms, perceived behavioral control, and perceived risk are highlighted in this study and are seen to be the main factors influencing the adoption of digital marketing in family businesses. The internet marketing strategies used in Bangladeshi handicraft family businesses are comparable to the findings of this investigation. In terms of literature support and an understanding of the relationship between digital marketing and family business in the study of family business meadow, it will be beneficial for future studies.

2. Practical Implications

The result of this study shows that perceived usefulness and perceived ease of use enhance confidence level to the handicraft businessman to adopt digital marketing to manage crisis period and sustainable business whereas business activities are stuck in the crisis period (Deb and Nafi, 2020; Esparza-Huamanchumo et al., 2024). Thus, it was difficult for the handicraft family business to sustain long time without digital marketing strategies in this competitive market in which negative effect of perceived risk could be reduced through technological knowledge, awareness, and ease of use can assist to adopt the strategies of digital marketing in handicraft family business.

Generally, tourists are travelling different countries for the excursion, during the time of leisure or excursion they would love to buy the heritage products of a tourist destinations (Valeri, 2021). However, use of digital marketing tools can help to break this barrier and open a window to communicate with the tourists or customer at any time. It also helps to get feedback from the customers that gives an opportunity for improvement (Deb, 2021; Valeri, 2021). Small business owners should adopt the digital marketing which will help run their business in crisis period and also in normal time. However, digital marketing will help to develop a larger customer base.

Policy makers should encourage adoption of digital marketing strategies in handicraft family business whereas determinations should emphasise on inaugurating pioneer business that can demonstrate uses of digital marketing. As a result, it will aid in raising family company owners' understanding of the benefits, usability, and behavioral control of digital marketing. Additionally, this will lessen small businesses' apprehension about utilizing new technologies. To stimulate the adoption of digital marketing, policy makers should emphasize on technological infrastructure development, employees and owners training, and sustainable polices.

3. Limitations and Future Research Scope

The current study provides some insightful thoughts about the adoption of digital marketing approaches in handicraft family business. This study was conducted in Bangladesh perspectives and future research could consider the comparative study among South Asian or European countries. Other ICT tools, such as social media and 3D video as a tool to enhance marketing efforts, could be the subject of further research.

A similar framework might be used in additional research to look at the distinctions between micro, small, and medium-sized company organizations. This study measured only 290 respondents. An advance study can be conducted to 500-800 respondents for better understanding. Finally, culture has an impact on the behavioral pattern of a nation consequently cross-cultural perspective further study can be conducted on the adoption of digital marketing while evaluating the results of this study in a different culture.

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